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SECURITY INFORMATION

2 December 1953

EYES ONLY

MEMORANDUM FOR: Director of Central Intelligence
Deputy Director of Central Intelligence

SUBJECT : Report on Inspection of the Personnel Office

1. Attached is the report of inspection of the Personnel Office. A copy has been given to the Acting DD/A so that he may comment simultaneously to you if he is in strong disagreement with any of the conclusions or recommendations.

2. In presenting this report to you I feel that it is my duty to make the following observations:

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a. The organization of the Personnel Office is structurally sound. However, it could be smaller and the number of personnel doing personnel work in the Agency should be reduced from the [redacted] now so employed (see page 2 of report) to about [redacted] This will not be done unless you order it done and insist that strong policing see that it is carried out.

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b. The greatest single need in the Agency today is for a strong, capable Assistant Director for Personnel. He need not necessarily be a personnel man, but he should be a hard-driving, aggressive individual determined to see that the Personnel Office gives the best possible service, that the Agency personnel regulations--which incidentally are good--are enforced, and that supervisors exercise sound personnel management practices.

c. Finally, there is a definite need to put into the Personnel Office at all levels persons with both operational experience and experience in personnel relations in private industry. Today we have an office whose primary experience comes from Civil Service. Naturally the office is inclined to want to mold all action to Civil Service patterns. I feel very strongly that if we wish to build a career service and develop a truly clandestine organization, an effort should be made to adapt our administrative practices to the needs of the service, rather than make the service conform.

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[redacted]

Lyman B. Kirkpatrick
Inspector General

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